

13 October 1988

MEMORANDUM FOR: Deputy Director for Administration

25X1 FROM:

[REDACTED]  
Director of Training and Education

SUBJECT: Weekly Report

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25X1 2. OTE's pilot running of the "Managing Difficult People" elective ran to a packed house of 64 Agency managers on 5 October. The contract instructor was [REDACTED] who used examples from her professional experience to illustrate the types of difficult individuals encountered and strategies for managing them. [REDACTED]

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11 October 1988

MEMORANDUM FOR: Director of Training and Education

25X1 FROM:

[redacted]  
Chief, Leadership Development Division  
Office of Training and Education

25X1 SUBJECT:

LDD Weekly Report [redacted]

25X1 [redacted] are accompanying Midcareer Course No. 106 on  
a field trip to the Boston area 11-14 October 1988. The midcareerists  
will visit Arthur D. Little, Inc.; the Gillette Corporation; Prime  
Computer, Inc.; and General Electric Aircraft Engines. The class is  
25X1 scheduled to return to Washington at approximately 1600 hours on Friday,  
14 October. [redacted]

The "Working With People" Program Staff completed another successful  
running of "Communicating Non-Defensively" on 3-4 October. The students  
rated the course an overall 4.9 on a 1 (low) to 5 (high) scale. This  
25X1 high mark is due to the excellent work of the contract instructor, Dr.  
[redacted] who continues to get rave reviews from the class. The  
highlight of the course is a videotaped, conflict management exercise in  
which the students deal with a real personal conflict situation and  
receive feedback from teammates and OTE staff observers. To quote one of  
25X1 the students, "This course was just what I needed to deal with office  
pressures." [redacted]

25X1 [redacted]  
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25X1 SUBJECT: LDD Weekly Report

25X1 On 7 October 1988,  did research on team building materials in preparation for a meeting with Chief, Middle America-Cuba Division, Office of African and Latin American Analysis/DI, on the same date. He has requested that LDD design segments on selection interviewing skills, brainstorming as a technique for problem solving, and team building for his division's management conference on 9-10 November 1988. Helen helped him to design the agenda/schedule for the two-day conference, and will conduct her sessions on the above topics on 9 November at Airlie Conference Center.

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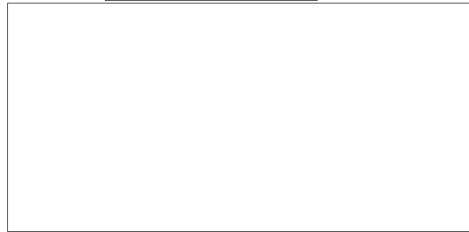
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SUBJECT: LDD Weekly Report (C)

25X1 The "Working With People" staff ran its fifth "Leadership Styles and  
25X1 Behavior" course of FY-88 on September 26-30 for 28 students. [redacted]

[redacted] served as course director along with contract instructors [redacted]

25X1 and [redacted] This was the first time for a hearing impaired  
student to participate in the course; he provided valuable input for  
future runnings involving hearing impaired individuals. A separate memo  
on these recommendations is being forwarded. The students gave the  
25X1 course an overall evaluation of 4.3 on a 1 (low) to 5 (high) scale.  
25X1 LS&B's reputation for excellence continues. [redacted]



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11 October 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Intelligence Training Division

SUBJECT: IT Weekly Report (U)

1. Instructors from ATB completed the latest running of the New Analyst Course on 7 October. The class was comprised of 18 direct-hire analysts representing nearly all of the production offices in the DI. Two of the students were IAs who had recently moved into the analytical ranks. One student was a DS&T analyst from NPIC. A new segment on using maps in the analytical process was introduced in this running of the course. (U)

2. The third running of the Workshop on Reviewing Analytical Papers (RAP) was conducted on 5-6 October. Seventeen students, including nine DI branch chiefs and eight DI senior analysts attended the workshop. The course included presentations by the course director, [REDACTED] on the art of articulating what constitutes a good DI paper, by [REDACTED] of the Communications Training Branch/SACTD on tailoring feedback for different types of analysts, and by three experienced DI division chiefs on the division and office level perspective on the review process. The strongly positive feedback from class participants (averaging 4.69 on a 5-point scale) indicates RAP provided much useful information for reviewers of DI papers. (U)

3. The Military Analysis Course, now in its third week, used ISTD's new Telex Magnabyte II projector for the first time last week. The portable device projects the image from an IBM PC/AT monitor on to a large screen. It was used to display quantitative and qualitative factors used in the tactical analysis computer model to demonstrate combat effectiveness of military forces. It was also used during an exercise in which students used a computer based model to plan and execute the deployment of military forces overseas. Both presentations were considerably enhanced by using the new projector. (U)

4. Professor George Breslauer of the University of California, Berkeley, presented his third Perspectives on the Soviet Union Seminar the week of 3-7 October. Breslauer considered the origins and nature of the Soviet system in the first three days devoted to the Lenin through Brezhnev periods, then devoted the final days to Gorbachev. Breslauer provoked considerable discussion on the issues of why Gorbachev might

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SUBJECT: IT Weekly Report (U)

succeed (when so many experts are predicting failure), and whether his success would be good or bad for the U.S. Eighteen were enrolled. representing all directorates, the IC Staff and SIO

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6. Fourteen students graduated from the Analysis Course on 22 September. They came from: CIA 2, NSA 3, FBI 1, Air Force 2, Army 1, Navy 5. The unusually low attendance was caused by two things: five students who were scheduled for this course were sent to the special SOVA course held one week prior to the start of this offering. Five students were cut from attending due to funding difficulties caused by both the end of the fiscal year and by Graham-Ruddman. (U)

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*Office of East Asian Analysis*

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7 October 1988

MEMORANDUM FOR: Deputy Director of Training and Education

FROM:

[REDACTED]  
Deputy Director of Training and Education for Curriculum

SUBJECT: DDC Area Events (3-14 October 1988)

Where We Are

2. The Audiovisual Section worked on an unusually heavy videotape duplication requirement this week for the Language Training Division.

3. The Visual Aids Section completed training in a graphics applications package with the Compaq desk top publishing system.

4. The Television Production Section spent most of the week working with contractors and clients for the forthcoming productions of the LANGUAGE TRAINING DIVISION OVERVIEW, BRIEFING BLUES, and TELEPHONE TECHNIQUES.

5. [REDACTED] met with her PEDS staff to outline for them where she expects to go in PEDS work over the coming months.

7. Marsha and I interviewed [REDACTED] (DI/ALA) as a possible rotational to PEDS.

8. I talked with [REDACTED] (DI/OIR) about a possible tour as my projects officer.

9. [REDACTED] will report to CTD as the new C/MTB on Friday, 14 October. This will allow him to sit in on the DA portion of CTDC. On 11-13 October, he will meet individually with his DA CT advisees to make their acquaintance before they leave for [REDACTED]

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Where We Are Going

10. Ms. Porter, an independent contractor for the Television Production Section, will be returning to complete script development for the TELEPHONE TECHNIQUES videotape. The video systems engineer will be in this weekend to complete the basic installation of the new editing suite.

11. Visitors from NSA will tour the OTE Language Lab on 11 October to see how we manage to fill a multitude of requirements.

12. The Ventura and Pagemaker software packages have been ordered for the Compaq desk top publishing system. The Visual Aids Section will then swing into high gear with this new production tool. A Mackintosh II is now being considered as the next addition to this section.

25X1 13. I have agreed to present and facilitate discussion of the DI reorganization case study at the next Executive Seminar. I will be at  from the afternoon of 17 October through 18 October.

25X1 14. The Curriculum Committee will meet on 13 October.

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11 October 1988

MEMORANDUM FOR: Director of Training and Education

FROM: [REDACTED]

Chief, Secretarial, Administrative, and  
Communications Training Division

SUBJECT: Weekly Report

1. Secretarial Training Branch hosted a luncheon reunion at the Officer's Club for members of the 7 - 14 June running of the Intelligence Issues Course on 4 October. After lunch the attendees participated in an informal discussion about the relevancy of the Intelligence Issues Course for Executive and Senior Secretaries. Comments from the group, although general rather than specific, were very positive. The attendees agreed that they developed a greater understanding of the makeup and function of the Intelligence Community, a larger network of individuals who could help them get the job done more easily, and a greater sense of pride in the mission of the Agency.

2. On 5 October, the Secretarial Training Branch had a roundtable briefing/discussion with two of the counselors for the Central Texas College Associate Degree program for secretaries, one from the DO and the other from the DS&T. The two senior secretaries will be on a one-year rotational assignment to OTE and will be reporting for duty about 24 October. Various ideas for publicity and off-site briefings were discussed. We were pleased to see the strong interest in and enthusiasm for the program by this group.

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4. [REDACTED] Chief, Secretarial Training Branch, met with [REDACTED] one of the IG Inspectors of the IS System. [REDACTED] explained the Secretarial Training Program in detail, since [REDACTED] had not seen the booklet on the Secretarial Training Program prior to this conversation. He was complimentary about the extensive training program developed for secretaries but felt we should do more in orientation training for Level IS-01 secretaries who are local hires as staff or contract employees in [REDACTED] overseas areas. He also wanted to know if secretaries were able to get into our training courses on the dates requested. The reasons for queues and backlogs were explained in detail to [REDACTED] noting the fact that these numbers included GS employees who were unable to get this type of training elsewhere. [REDACTED] pointed out that we have trained well over [REDACTED] employees in 10 months, evidence that many extra runnings were required to alleviate these backlogs. We were happy to

have this opportunity to articulate in detail the success of the training program over the past year. The meeting continued for well over an hour, with a request for an additional meeting before the final version of the report is submitted.

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Administration Division Weekly  
3-7 October 1988

CONFERENCING

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Requirements for DCI Conference 30 October-1 November forwarded

EUR/COS Conference requirements for 9-14 October received late and forwarded.

Space

FMG/OL advised that air conditioning/heating has been delayed for computer classrooms/NHB because special trays have to be ordered for ceiling since OTE did not request standard light fixtures (which houses these units). Completion date has been delayed 45 days.

Headquarters Configuration Staff/OL has been requested to advise if it will be feasible for SACTD to add WANGS to a classroom on the 2nd floor/East Building, which is a new requirement. This will affect air conditioning/heating in addition to assessing if this room is large enough to house the intended 40+ student work stations. (Lack of an elevator and insufficient bathrooms remain a consideration.)

Miscellaneous

OTE Orientation held on 4 October for 22 employees. All Admin Branch Chiefs participated.

Names of 48 OTE employees, who volunteered to work on 1 October, Family Day, at CofC and Headquarters, were forwarded to OP, who will prepare certificates of appreciation.

150 people attended Family Day at CofC.

Admin Division met on 6 October to discuss their goals and objectives preparatory to a meeting with D/OTE on the same subject on 12 October. Meeting preceded by some attendees eating pizza and watching OTE Family Day video.

C/AD met with C/RMB on 6 October to discuss follow-up action on Conference re visits

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The Office of Training and Education finished FY 1988 in excellent financial shape with less than \$2,000 under the operating budget.

DC/B&F and Finance Assistant attended the Office of Finance New Year's Party on 6 October. There was a good turnout.

C/B&F attended O/Finance Chiefs Meeting on 5 October to discuss delinquent accounts and little problems that we (OTE) perceive as becoming major if not fixed.

Security

Fire Evacuation Procedures and Emergency Procedures were finalized and are ready for publication and distribution. Obtained updated lists for hallway and stairwell wardens in preparation for Fire Prevention Week and a possible fire drill in the near future.

Safety Division updated on the loading dock doors. Arlington County Fire Officials are in the process of responding to Safety Division re their reasons for turndown on the closing of the doors and will recommend possible ways that could make it work.

Personnel

C/PB and Darlene completed and forwarded to the DDA the GS-13, GS-15 and SIS spread sheets.

DC/PB completed an article on the "Teambuilding" workshop she attended last week. The article will be published in the "OP News and Views" and in the "OTE Notes."

DC/PB put together a package of materials on writing PARs for use by LTD.

On 4 October, Darlene spoke with a representative from the IG Staff re their current survey of the Secretarial Career System.

25X1  attended a job fair at the American University. Our table was by far the most popular, with all responses being very favorable. OTE has found three potential candidates to become co-ops with Media Production Branch.

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Liz continues to work on request for donation of leave for [REDACTED]

[REDACTED] The Office of Personnel has announced that the program, which was a trial one year program, has been extended through fiscal year 1989.

Liz interviewed an applicant for the Media Production Branch. He looks promising, and he is going to send us another of his demonstration tapes before we decide whether or not to put him into process.

On 4 October, Carol attended the OTE Orientation.

#### Panel Support

- C/PB served as Advisor to the Senior Career Panel and the Senior Personnel Board on 5 October.
- Bev and Liz finalized all GS/07/08 Panel minutes and forwarded them for review.
- Continued preparation for Secretarial Panel scheduled for 19 October and the GS-12 Panel scheduled for 17 October, tracking PARs and SIFs.
- Prepared SIFs for GS-11 Language Instructor Panel, scheduled for 1-3 November.

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<u>Check-ins:</u>	<u>Title</u>	<u>Office</u>	<u>Grade</u>	<u>Date</u>

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#### Logistics

Received furniture for NHB. [REDACTED]

Still awaiting new kitchen for 1006. Dominion Management having problems with vendor.

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